THE EFFECT OF ORGNIZATIONAL RESOURCES AND CAPABILITIES ON ORGANIZATIONAL PERFORMANCE OF LARGE SCALE MANUFACTURING SECTOR IN PAKISTAN

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ABSTRACT

In 21st century, organizations are giving more attention to factors that can enhance and sustain performance in the long run. For this purpose, present study aims to examine the effect of organizational resources on organizational performance in the large scale manufacturing (LSM) sector, Pakistan. This research also explores operational capabilities as mediator. The framework of this study is based on the Resource-Based View (RBV). A cross sectional survey using proportionate stratified random sampling technique was carried out for data collection. A sample of 209 useable questionnaires was collected from senior managers of the organizations. *The partial least square structural equation modeling PLS SEM* has been used for data analysis. The results showed that out of 13 hypotheses, 10 were accepted, while rest of the hypotheses were rejected. For direct relationship, results showed that among organizational resources, human capital, information technology infrastructure and knowledge integration were significantly related to organizational performance. Similarly, the relationship between human capital, information technology infrastructure and knowledge integration was significant with operational capabilities, while information technology relationship was not related to operational capabilities and organizational performance. For mediation relations, operational capabilities act as mediator between human capital, information technology infrastructure, Knowledge integration and organizational performance. However, operational capabilities did not act as a mediator between information technology relationship and organizational performance. This research contributes to the past literature, particularly in relations to human capital, information technology infrastructure, information technology relationship, knowledge integration, operational capabilities and organizational performance. As, such policy makers and leaders in the large scale manufacturing (LSM) sector need to focus on human capital, information technology infrastructure, information technology relationship and knowledge integration in order to strengthen operational capabilities and organizational performance. Finally, this study discussed some limitations and suggestions for future research.

Keywords: Organizational resources, Capabilities, Organizational performance, Resource based view, Large scale manufacturing

ABSTRAK

Pada abad ke-21, organisasi lebih banyak memberikan tumpuan kepada faktor yang boleh meningkatkan dan mengekalkan prestasi dalam jangka masa yang panjang. Oleh hal yang demikian, kajian ini bermatlamat untuk meneliti kesan sumber organisasi terhadap prestasi organisasi dalam sektor pembuatan berskala besar (LSM) di Pakistan. Kajian juga meneroka kemampuan operasi sebagai pengantara. Kajian ini mengguna pakai kerangka Pandangan Berasaskan Sumber (RBV). Kutipan data dilaksanakan menerusi tinjauan keratan dengan teknik persampelan rawak berstrata yang mengikut kadar. Sebanyak 209 borang soal selidik yang boleh digunakan telah dikutip daripada pengurus kanan organisasi. Model persamaan berstruktur kuasa dua terkecil separa (PLS SEM) telah digunakan dalam analisis data. Dapatan memperlihatkan bahawa 10 daripada 13 hipotesis boleh diterima, manakala hipotesis selebihnya ditolak. Untuk hubungan langsung, dapatan menunjukkan bahawa untuk sumber organisasi, modal insan, prasarana teknologi maklumat, dan integrasi pengetahuan berkait secara signifikan dengan prestasi organisasi. Hubungan antara modal insan, prasarana teknologi maklumat dan integrasi pengetahuan juga didapati berkait secara signifikan dengan kemampuan operasi. Hubungan teknologi maklumat, walau bagaimanapun, tidak berkait dengan kemampuan operasi serta prestasi organisasi. Untuk hubungan pengantara, kemampuan operasi bertindak sebagai pengantara antara modal insan, prasarana teknologi maklumat, integrasi pengetahuan, dengan prestasi organisasi. Namun begitu, kemampuan operasi tidak bertindak sebagai pengantara antara hubungan teknologi maklumat dengan prestasi organisasi. Kajian ini memberikan sumbangan kepada kajian terdahulu, khususnya dari segi modal insan, prasarana teknologi maklumat, hubungan teknologi maklumat, integrasi pengetahuan, kemampuan operasi, dan prestasi organisasi. Oleh itu, penggubal dasar dan pemimpin dalam sektor pembuatan berskala besar perlu memberikan perhatian kepada modal insan, prasarana teknologi maklumat, hubungan teknologi maklumat, dan integrasi pengetahuan untuk memperkukuh kemampuan operasi dan prestasi organisasi. Akhir sekali, kajian ini mengetengahkan batasan kajian dan saranan untuk kajian masa akan datang.

Kata kunci: Sumber organisasi, Kemampuan, Prestasi organisasi, Pandangan Berasaskan Sumber, Pembuatan berskala besar

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LIST OF ABBREVIATIONS

WEF	**World Economic Forum**
GDP	**Gross Domestic Product**
CIMA	**Chartered Institute of Management Accountant**
LSM	**Large Scale Manufacturing**
CPEC	**China Pakistan Economic Corridor**
HC	**Human Capital**
IT	**Information Technology**
ITI	**Information Technology Infrastructure**
KI	**Knowledge Integration**
OC	**Operational Capabilities**
OP	**Organizational Performance**
AVE	**Average Variance Explained**
SPSS	**Statistical Package For Social Science**
PLS SEM	**Partial Least Square Structural Equation Modeling**
IV	**Independent Variable**
MV	**Mediating Variable**
DV	**Dependent Variable**
CEO	**Chief Executive Officer**
COO	**Chief Operating Officer**
CFO	**Chief Financial Officer**
GM	**General Manager**
LOC	**Lower Order Construct**
HOC	**Higher Order Construct**

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CHAPTER ONE

1.0. Introduction

This chapter comprises the overview of study which consists of eight parts. First part consists of background of the study. Second part describes about the problem statement. Further, third part is on research questions and fourth part shows research objectives. Significance and scope of the study is explained in the fifth and sixth part respectively. Seventh part of the study describes about the key term of the study. Finally, last part describes about the organization of the thesis.

1.1. Background of the study

In the contemporary competitive business environment organization performance is the main variable of concern for the business and management researchers (Pollanen, Abdel-Maksoud, Elbanna & Mahama, 2017; Richard, Devinney, Yip & Johnson, 2009; Singh, Darwish & Potočnik, 2016). Researchers are focusing on the mechanism that how organization performance can be shaped, enhanced and sustained to provide long term benefit to the organization in shape of growth and profitability (Bititci, Garengo, Dorfler & Nudurupati, 2012). Competitive business environment has induced the researchers and managers to find out new approaches that increases the performance of the organization (Gunsel, Siachou & Acar, 2011).

Numerous researchers have conducted various research studies with an aim to find factors that can positively influence the performance of the organization. Researchers from the disparate areas like marketing (Ullah & Ahmad, 2017), operation management

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Appendix

QUESTIONNAIRE

Dear Sir/Madam,

This letter requests your kind assistance in completing the attached Questionnaire, which I am using to collect data for our Ph.D Research.

I am currently working on my thesis, entitled "**The effect of organizational resources and capabilities on organizational performance of large scale manufacturing sector in Pakistan**". Your assistance in completing this survey is completely voluntary and confidential but will be highly appreciated. Please give you're most thoughtful and honest answers. The survey will take about 20 minutes to complete. All responses, once received are completely confidential and reported in summary format. If you would like to receive the result of this survey please indicate in the end of questionnaire.

THANK YOU FOR YOUR ASSISTANCE.

If you have any questions about this survey please feel free to contact us via e-mail

Saadhassan344@gmail.com

Saad Hasaan,

Ph.D Scholar)

University of Utara, Malaysia

Section A: Demographic Data: Respondent and company profile.

Please tick (√.) the appropriate box to answer the question.

1. Your job position

(1) □Chief Executive Officer (2) □Chief Operating Officer

(3) □Chief Financial officer (4) □General Manager (5)□Other (Please specify)_____

2. Age of firm

(1) □Less than 5 years (2)□5-10 years (3) □11-15 years (4) □ 16-20 years

(5) □ 20 years above

3. Type of company incorporated

(1) □ Public Limited Company (2) □ Private Limited Company (3) □ Other (Please specify)

4. Total numbers of employees

(1) □ 250-500 (2) □ 500-750 (3) □ 750-1000 (4) □ 1000 above

5. Which of the following best describe your company business?

(1) Textile	(2) Food and beverages	(3) Pharmaceutical
(4) Chemical	(5) Non metallic and mineral	(6) Iron & Steel
(7) Wood & Paper products	(8) Engineering products	(9) Electronics
(10) Synthetic rubber & leather products		(11) Automobiles

Section B

Organizational Performance

Please rate the performance of your organization on following items in past three years as **compared to competitors that are leading in the industry** on a scale of 1 to 5, where 1 represents "Not at all satisfactory"; 5 represents "Outstanding		(1)	(2)	(3)	(4)	(5)
1.	Operating profits	(1)	(2)	(3)	(4)	(5)
2.	Profit to sales ratio	(1)	(2)	(3)	(4)	(5)
3.	Cash flow from operations	(1)	(2)	(3)	(4)	(5)
4.	Return on investment	(1)	(2)	(3)	(4)	(5)
5.	Sale growth rate	(1)	(2)	(3)	(4)	(5)
6.	Market share	(1)	(2)	(3)	(4)	(5)
7.	New product development	(1)	(2)	(3)	(4)	(5)
8.	Market development	(1)	(2)	(3)	(4)	(5)
9.	Cost reduction programs	(1)	(2)	(3)	(4)	(5)

Section C

Human capital

Please rate the following on a scale of 1 to 5, where 1 represents "strongly disagree"; 5 represents "strongly agree"		(1)	(2)	(3)	(4)	(5)
Human capital It is referred as the skills, knowledge and abilities of the employees working in your organization.						
1.	Our employees are highly skilled	(1)	(2)	(3)	(4)	(5)
2.	Our employees are widely considered the best in our industry	(1)	(2)	(3)	(4)	(5)
3.	Our employees are creative and bright.	(1)	(2)	(3)	(4)	(5)
4.	Our employees are experts in their particular jobs and functions	(1)	(2)	(3)	(4)	(5)
5.	Our employees develop new ideas and knowledge	(1)	(2)	(3)	(4)	(5)

IT infrastructure

Please rate the following on a scale of 1 to 5, where 1 represents "strongly disagree"; 5 represents "strongly agree"	(1)	(2)	(3)	(4)	(5)
IT infrastructure IT infrastructure is the shard information delivery base which relies on the hardware, software and networks.					

1.	The data management services and architectures in my organization are adequate.	(1)	(2)	(3)	(4)	(5)
2.	The network communication is sufficient with reliable connectivity.	(1)	(2)	(3)	(4)	(5)
3.	The quality of IT application and services can meet the organizational needs.	(1)	(2)	(3)	(4)	(5)
4.	IT management services can coordinate the physical infrastructure and manage its relationship with business units effectively and efficiently.	(1)	(2)	(3)	(4)	(5)

IT relationship

Extent to which an organization link its IT with its business partners, reflecting the level of trust and willingness to share risk and responsibility.

1	Our organization has technology-based links with customers.	(1)	(2)	(3)	(4)	(5)
2	Our organization has technology-based links with suppliers	(1)	(2)	(3)	(4)	(5)
3	Our organization has a good line management support for IT relationship with partners.	(1)	(2)	(3)	(4)	(5)
4	Our organization has a good relationship between line management and IT service providers.	(1)	(2)	(3)	(4)	(5)

Knowledge integration

Please rate the following on a scale of 1 to 5, where 1 represents "strongly disagree"; 5 represents "strongly agree''		(1)	(2)	(3)	(4)	(5)

Knowledge integration

The formal process and structure that capture, analysis, interpret and integrate the market and other types of knowledge between various functional units of the organization

1.	Our organization used formal reports and memos to summarize learning outcomes	(1)	(2)	(3)	(4)	(5)
2.	Our organization check learning outcomes with partners on regularly basis	(1)	(2)	(3)	(4)	(5)
3.	Our organization hold information sharing meeting with partners periodically	(1)	(2)	(3)	(4)	(5)
Please rate the following on a scale of 1 to 5, where 1 represents "strongly disagree"; 5 represents "strongly agree''		(1)	(2)	(3)	(4)	(5)
4.	Our organization combine existing knowledge with acquire knowledge to enhance our capabilities	(1)	(2)	(3)	(4)	(5)

5.	Our organization periodically hold face to face discussion with partners by mean of cross functional teams	(1)	(2)	(3)	(4)	(5)
6	Our organization periodically review the result of company projects and learn lesson from mistakes	(1)	(2)	(3)	(4)	(5)
7	Our organization periodically analysis how to incorporate any successful experience in our operating procedures	(1)	(2)	(3)	(4)	(5)
8	Our organization synthesizes partner's knowledge by using expert and consultant.	(1)	(2)	(3)	(4)	(5)

Section D

Operational capabilities

Distinctive and superior way to allocate or deploy organization resources to improve the business and manufacturing process to make it efficient and effective with minimum wastage of resources

Please rate the following on a scale of 1 to 5, where 1 represents "strongly disagree"; 5 represents "strongly agree''	(1)	(2)	(3)	(4)	(5)

Technological capability

Ability of the organization to deploy technological and other resources enabling organization to become more efficient and effective in shape of reduce cost and increase quality of business process.

1.	Our organization has technical feasibility of continuous improvement.	(1)	(2)	(3)	(4)	(5)
2.	Our production process is efficient and effective.	(1)	(2)	(3)	(4)	(5)
3.	Our organization has sufficient technical expertise.	(1)	(2)	(3)	(4)	(5)
4.	Our organization focus is on economies of scale.	(1)	(2)	(3)	(4)	(5)

Marketing capability

Ability of the organization to link and serve the particular group of customer which allow the organization to use market knowledge to their advantage, make advantageous relationship with the customers and maintain customer base.

5.	Our organization frequently determines market characteristics and trends.	(1)	(2)	(3)	(4)	(5)
Please rate the following on a scale of 1 to 5, where 1 represents "strongly disagree"; 5 represents "strongly agree''		(1)	(2)	(3)	(4)	(5)
6.	Our organization regularly appraises competitors and their products, both existing and potential.	(1)	(2)	(3)	(4)	(5)
7.	Our organization has sufficient market knowledge.	(1)	(2)	(3)	(4)	(5)

8.	Our organization has control and access to distribution channels.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
9.	Our organization has advantages relationship with customers.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
10.	Our organization has established a strong customer base.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
Managerial capability Ability of the managers to involve in the business function and activities of organization.						
11	Our management effectively monitors the progress of business activities.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
12	Our management actively involved in the activities at the working level.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
13	Our management effectively administers relevant task and functions.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
14	Our management has ability to efficiently utilize the workforce.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**
15	Our management has ability to coordinate inter-functionally.	**(1)**	**(2)**	**(3)**	**(4)**	**(5)**

Appendix A
Missing values

	Result variable	No of missing value	Total no of cases	Creating function
1	HC1	4	212	SMEAN(HC1)
2	HC2	5	212	SMEAN(HC2)
3	HC3	1	212	SMEAN(HC3)
4	HC4	1	212	SMEAN(HC4)
5	IT2	2	212	SMEAN(IT2)
6	KI2	1	212	SMEAN(KI2)
7	KI5	1	212	SMEAN(KI5)
8	KI6	1	212	SMEAN(KI6)
9	OTC2	5	212	SMEAN(OTC2)
10	OTC3	1	212	SMEAN(OTC3)
11	OMKC1	2	212	SMEAN(OMKC1)
12	OMKC2	1	212	SMEAN(OMKC2)
13	OMKC4	1	212	SMEAN(OMKC4)
14	OMKC6	2	212	SMEAN(OMKC6)
15	OM2	4	212	SMEAN(OM2)
16	OM3	1	212	SMEAN(OM3)
17	OP2	4	212	SMEAN(OP2)
18	OP4	2	212	SMEAN(OP4)
19	OP6	1	212	SMEAN(OP6)
20	OP7	2	212	SMEAN(OP7)
21	OP8	3	212	SMEAN(OP8)
22	OP9	1	212	SMEAN(OP9)

Appendix B

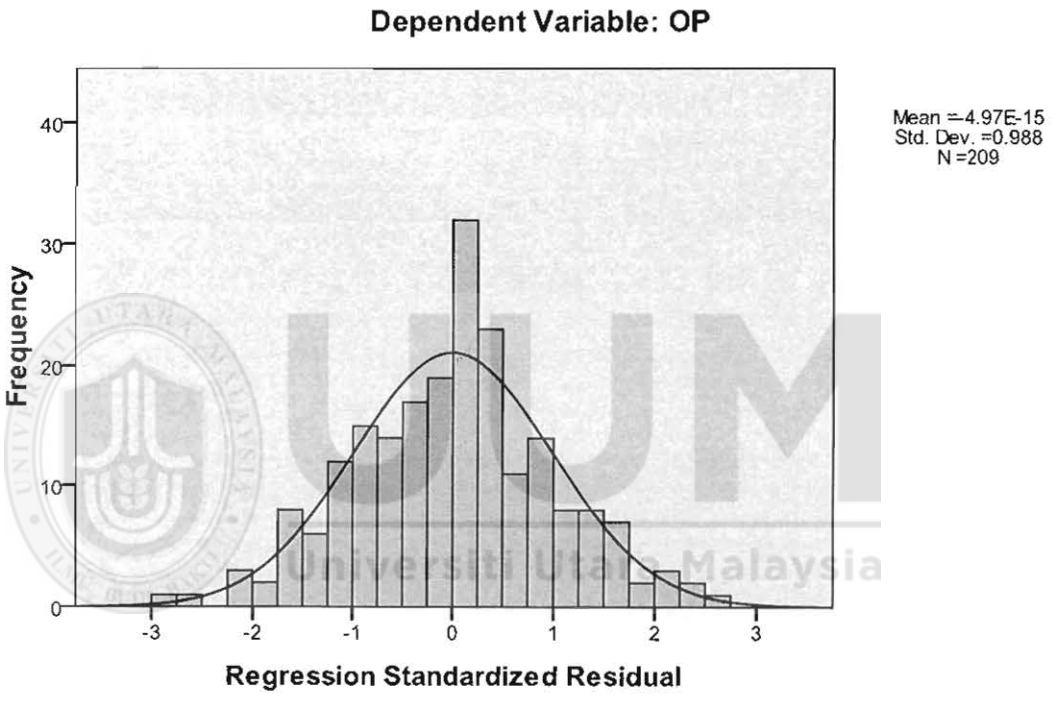
Skewness and Kurtosis

Statistics

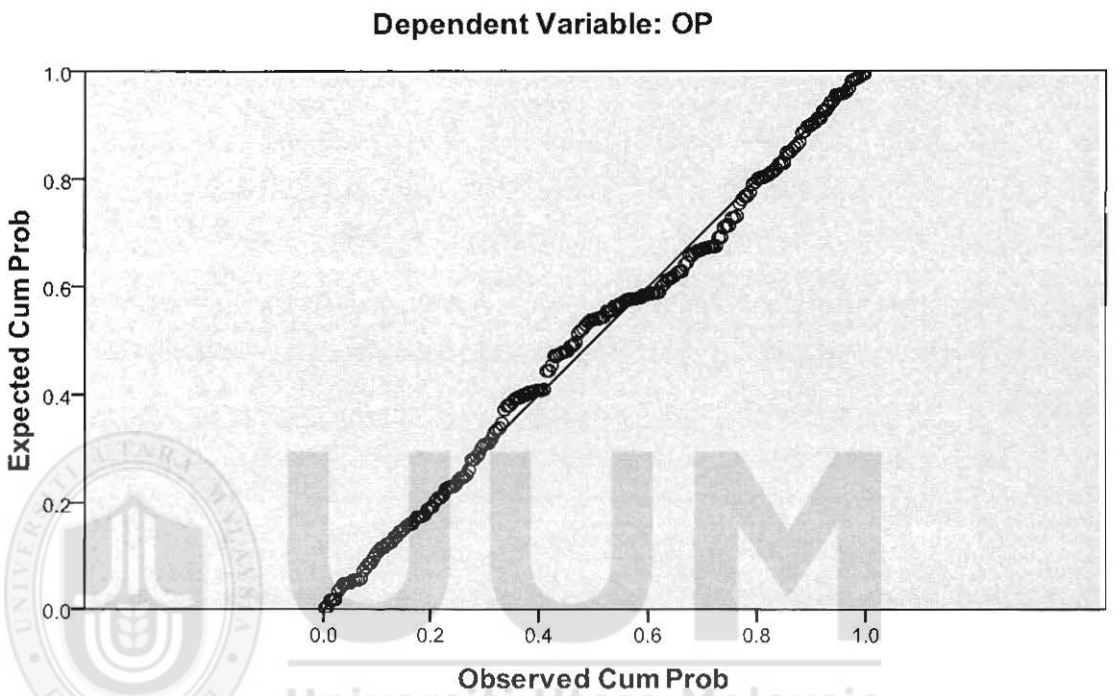
		HC	ITI	ITR	KI	OC	OP
N	Valid	209	209	209	209	209	209
	Missing	0	0	0	0	0	0
Std. Error of Mean		.04304	.04044	.04741	.04019	.03443	.04148
Skewness		-.735	-.469	-.493	-.880	-.434	-.572
Std. Error of Skewness		.168	.168	.168	.168	.168	.168
Kurtosis		.202	-.051	.006	.889	.894	.637
Std. Error of Kurtosis		.335	.335	.335	.335	.335	.335
Minimum		1.60	2.00	1.00	2.13	2.09	1.33
Maximum		5.00	5.00	4.75	5.00	5.00	4.89

Appendix C

Normality Test



Normal P-P Plot of Regression Standardized Residual



Appendix D
Correlation matrix

Correlations

		HC	ITI	ITR	KI	OC
HC	Pearson Correlation	1	.365**	.116	.204**	.417**
	Sig. (2-tailed)		.000	.095	.003	.000
	N	209	209	209	209	209
ITI	Pearson Correlation	.365**	1	.127	.386**	.525**
	Sig. (2-tailed)	.000		.066	.000	.000
	N	209	209	209	209	209
ITR	Pearson Correlation	.116	.127	1	.134	.124
	Sig. (2-tailed)	.095	.066		.053	.073
	N	209	209	209	209	209
KI	Pearson Correlation	.204**	.386**	.134	1	.423**
	Sig. (2-tailed)	.003	.000	.053		.000
	N	209	209	209	209	209
OC	Pearson Correlation	.417**	.525**	.124	.423**	1
	Sig. (2-tailed)	.000	.000	.073	.000	
	N	209	209	209	209	209

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix E
Independent sample T-test

Group Statistics

	ttest	N	Mean	Std. Deviation	Std. Error Mean
HC	early	62	3.7831	.63664	.08085
	late	147	3.7731	.61812	.05098
ITI	early	62	3.7443	.59974	.07617
	late	147	3.8724	.57589	.04750
ITR	early	62	3.5161	.72127	.09160
	late	147	3.4643	.67171	.05540
KI	early	62	3.9795	.55795	.07086
	late	147	3.8775	.58975	.04864
OC	early	62	3.8373	.48463	.06155
	late	147	3.8034	.50448	.04161
OP	early	62	3.6913	.56394	.07162
	late	147	3.6961	.61606	.05081

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
HC	Equal variances assumed	.003	.957	.106	207	.916	.00996	.09444	-.17622	.19615
	Equal variances not assumed			.104	111.767	.917	.00996	.09558	-.17943	.19936
ITI	Equal variances assumed	.170	.681	-1.452	207	.148	-.12816	.08829	-.30222	.04590
	Equal variances not assumed			-1.428	110.677	.156	-.12816	.08976	-.30603	.04972
ITR	Equal variances assumed	.228	.634	.499	207	.619	.05184	.10399	-.15317	.25685
	Equal variances not assumed			.484	107.766	.629	.05184	.10705	-.16036	.26404
KI	Equal variances assumed	.071	.790	1.160	207	.247	.10203	.08792	-.07130	.27535
	Equal variances not assumed			1.187	120.825	.238	.10203	.08595	-.06813	.27218
OC	Equal variances assumed	.058	.811	.449	207	.654	.03393	.07552	-.11496	.18282

	Equal variances not assumed			.457	119.104	.649	.03393	.07429	-.11317	.18104
OP	Equal variances assumed	.078	.780	-.052	207	.959	-.00473	.09104	-.18421	.17475
	Equal variances not assumed			-.054	124.666	.957	-.00473	.08781	-.17853	.16907

Appendix F
Common method Bias Test
Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.984	26.632	26.632	11.984	26.632	26.632	5.184	11.521	11.521
2	3.139	6.976	33.608	3.139	6.976	33.608	4.195	9.322	20.843
3	2.683	5.963	39.571	2.683	5.963	39.571	3.757	8.350	29.192
4	2.263	5.029	44.600	2.263	5.029	44.600	3.245	7.211	36.403
5	1.985	4.412	49.013	1.985	4.412	49.013	2.681	5.958	42.362
6	1.687	3.748	52.760	1.687	3.748	52.760	2.575	5.722	48.083
7	1.592	3.538	56.299	1.592	3.538	56.299	2.249	4.997	53.080
8	1.235	2.746	59.044	1.235	2.746	59.044	1.762	3.916	56.996
9	1.205	2.677	61.721	1.205	2.677	61.721	1.733	3.852	60.848
10	1.143	2.540	64.261	1.143	2.540	64.261	1.315	2.923	63.771
11	1.012	2.248	66.509	1.012	2.248	66.509	1.232	2.738	66.509
12	.925	2.055	68.564						
13	.921	2.046	70.610						
14	.829	1.843	72.453						
15	.787	1.748	74.201						
16	.732	1.627	75.828						
17	.722	1.605	77.433						
18	.672	1.493	78.926						
19	.638	1.417	80.344						
20	.614	1.364	81.708						
21	.575	1.278	82.986						
22	.547	1.215	84.201						
23	.535	1.188	85.389						
24	.487	1.082	86.471						
25	.480	1.067	87.538						
26	.453	1.007	88.546						

27	.442	.983	89.529
28	.426	.947	90.476
29	.403	.896	91.372
30	.371	.824	92.196
31	.342	.760	92.956
32	.328	.729	93.685
33	.313	.695	94.380
34	.292	.649	95.029
35	.282	.628	95.657
36	.272	.604	96.260
37	.251	.557	96.818
38	.222	.493	97.311
39	.213	.473	97.785
40	.206	.458	98.242
41	.191	.424	98.666
42	.177	.393	99.060
43	.148	.330	99.390
44	.147	.326	99.715
45	.128	.285	100.000

Extraction Method: Principal Component Analysis.

Appendix G
Demographic variable frequency

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	ceo	32	15.3	15.3	15.3
	coo	34	16.3	16.3	31.6
	cfo	52	24.9	24.9	56.5
	gm	64	30.6	30.6	87.1
	other	27	12.9	12.9	100.0
	Total	209	100.0	100.0	

type of company registered

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	public limited	91	43.5	43.5	43.5
	private limited	118	56.5	56.5	100.0
	Total	209	100.0	100.0	

size according to employees no

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	250-500	48	23.0	23.0	23.0
	501-750	42	20.1	20.1	43.1
	751-1000	60	28.7	28.7	71.8
	above 1000	59	28.2	28.2	100.0
	Total	209	100.0	100.0	

age from year of incorporation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	1	.5	.5	.5
	5-10	8	3.8	3.8	4.3
	11-15	22	10.5	10.5	14.8
	16-20	52	24.9	24.9	39.7
	20 above	126	60.3	60.3	100.0
	Total	209	100.0	100.0	

nature of manufacturing

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Textile	52	24.9	24.9	24.9
	Food and beverages	40	19.1	19.1	44.0
	Pharma	18	8.6	8.6	52.6
	Chemical	33	15.8	15.8	68.4
	Non mettalic	15	7.2	7.2	75.6
	Iron and steel	10	4.8	4.8	80.4
	Wood and paper	13	6.2	6.2	86.6
	Engineering	8	3.8	3.8	90.4
	Electronics	8	3.8	3.8	94.3
	Rubber and leather products	7	3.3	3.3	97.6
	Automobiles	5	2.4	2.4	100.0
	Total	209	100.0	100.0	

Appendix H

Descriptive statistics

Statistics

		HC	ITI	ITR	KI	OC	OP
N	Valid	209	209	209	209	209	209
	Missing	0	0	0	0	0	0
Mean		3.7760	3.8344	3.4797	3.9078	3.8135	3.6947
Std. Deviation		.62215	.58457	.68545	.58104	.49775	.59973